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Part two: biennial programme plan

Programme 12
Human settlements

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Overall orientation

12.1 The United Nations Human Settlements Programme (UN-Habitat) serves as the focal point for the implementation of the human settlements programme within the United Nations system. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world. The UN-Habitat mandate is also derived from General Assembly resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly transformed the Commission on Human Settlements and the United Nations Centre for Human Settlements (Habitat), including the United Nations Habitat and Human Settlements Foundation, into UN-Habitat. The mandate of UN-Habitat is further derived from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (Assembly resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020; and the target on water and sanitation of the Plan of Implementation of the World Summit on Sustainable Development, which seeks to halve, by the year 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation. Through Assembly resolution 65/1, Member States committed themselves to continue working towards cities without slums, beyond current targets, by reducing slum populations and improving the lives of slum-dwellers.

12.2 The Governing Council of UN-Habitat, through its resolution 23/11 of April 2011, requested the Programme to prepare a six-year strategic plan for the period 2014-2019, which forms the basis for the strategic framework and the work programme and budget for the biennium 2014-2015. The plan takes into account the lessons learned from implementation of the medium-term strategic and institutional plan of 2008-2013 outlined in a peer review of the medium-term strategic and institutional plan and biannual progress reports on implementation of the medium-term strategic and institutional plan. The strategic framework is aligned to the strategic plan, in line with Governing Council resolution 23/11.

12.3 A peer review of the implementation of the medium-term strategic and institutional plan (2008-2013) carried out in 2010 recommended that the next Executive Director of UN-Habitat should consider a new organizational structure with the aim of achieving better alignment with the focus areas of the plan. Achievement of results within the focus areas of the plan should be the primary motivation for any such reorganization. UN-Habitat started the review of its organizational structure in February 2011. The new organizational structure took into account the following key recommendations of the peer review: establishment of an organizational structure to better achieve planned results; establishment of a unified planning, monitoring and reporting function; transparent definition of programme priorities; and establishment of an independent evaluation function. The new organization structure is aligned to the programme structure, thus simplifying accounting and reporting and enhancing accountability and transparency.

12.4 The following seven substantive thematic subprogrammes align with the new structure, consisting of seven different branches:

(a) Subprogramme 1: Urban legislation, land and governance;

(b) Subprogramme 2: Urban planning and design;

(c) Subprogramme 3: Urban economy;

(d) Subprogramme 4: Urban basic services;

(e) Subprogramme 5: Housing and slum upgrading;

(f) Subprogramme 6: Risk reduction and rehabilitation;

(g) Subprogramme 7: Research and capacity development.

12.5 Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with 6 out of every 10 people in the world expected to be residing in urban areas by 2030. Over 90 per cent of this growth will take place in Africa, Asia, Latin America and the Caribbean. In the absence of effective urban planning, one of the most significant challenges today and in the next few decades is how to address the housing, water supply and sanitation needs of the rapidly urbanizing population. The developing countries, many of which are ill equipped to address these challenges, have to deal with a youth bulge, whereby 60 per cent of their urban inhabitants will be under the age of 18 by 2030. Conversely, developed and transitional countries face the challenge of an ageing urban population and declining fertility that requires increased health care, recreation, transportation and other facilities for the elderly.

12.6 Climate change, a significant environmental challenge, poses a serious threat to sustainable urbanization, with cities contributing significantly towards global warming and up to 70 per cent of the world's total greenhouse gas emissions. This negatively affects the world's estimated 1 billion vulnerable slum-dwellers who are not adequately protected by construction and land-use planning regulations and who do not possess sufficient resources to improve their own lives. In many developing countries, changes in agricultural productivity are caused by multiple factors, among them climate change-related shifts in weather patterns, under-investment in agriculture, as well as conflict over scarce resources. These factors are partly responsible for pushing many rural residents into urban areas. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, or to build the resilience necessary for effectively responding to climate change-related and other disasters.

12.7 Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater. Worldwide, 2.5 billion people lack basic sanitation and 1.2 billion lack access to safe drinking water; and between one third and one half of the solid waste generated within most cities in low and middle-income countries is not collected.

12.8 Owing to the global economic crisis that started in 2008, urbanization is taking place within the context of a relatively weakened global economy, with reduced investment prospects. The slump in economic growth could adversely affect slum upgrading and prevention programmes, urban renewal and poverty-reduction initiatives, which traditionally rank low in priority, and seriously threaten the

possibility of achieving the targets of the Millennium Development Goals. Unemployment remains high, with the global unemployment rate for 2010 being 6.2 per cent and youth unemployment being three times higher than that of adults, globally.

12.9 Social challenges reflect the impacts of the demographic, economic and possibly environmental factors and include increasing levels of poverty within urban areas, the proliferation of slums, increasing levels of inequality and rising crime rates. Urban poverty is also associated with social exclusion and an increasing number of refugees and internally displaced people. Although urbanization brings with it many problems, it also offers many opportunities to develop mitigation and adaptation strategies to deal with climate change, especially through urban planning and design.

12.10 During the 2014-2015 period, UN-Habitat will implement its programme of work through its seven thematic subprogrammes. As the United Nations focal point on human settlements, the Programme will lead advocacy efforts to raise awareness on sustainable urbanization issues; provide evidence-based policy advice; build capacities; develop tools, norms and standards based on best practices; work on demonstration projects; and provide assistance to Governments, local authorities and other public institutions responsible for urban issues. UN-Habitat regional offices will play a critical role in implementing programmes and projects at the country and regional levels, working closely with partners and other United Nations agencies.

12.11 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to urban legislation, land and good governance. Building on the experience of the Global Land Tool Network and in partnership with local government organizations, UN-Habitat will address existing urban land problems and opportunities and also support the development of adequate legislation and governance models for inter-municipal cooperation. In addition, it will promote the international guidelines on decentralization and strengthening of local authorities and on access to basic services for all, as well as social inclusion and participation.

12.12 Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land-use, diversity and better connectivity.

12.13 Subprogramme 3, Urban economy, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and also enhance their contribution to employment and wealth creation. The subprogramme will, in particular, contribute to the formulation and implementation of effective urban strategies and policies supportive of local economic development, creation of decent urban jobs and livelihoods, especially for young people, and enhanced municipal finance. UN-Habitat will work on implementation of the outcome of the United Nations Conference on Sustainable

Development regarding the issue of a green economy within the context of sustainable development and poverty eradication, as applicable to urban development.

12.14 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services, specifically targeted at the urban poor. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy.

12.15 Subprogramme 5, Housing and slum upgrading, will advocate a twin-track approach that focuses on improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which can curb the growth of new slums, alongside implementing citywide and national slum-upgrading programmes that can improve housing conditions and quality of life in existing slums. In this work, the subprogramme will promote the active participation of residents and their grass-roots organizations in the formulation, prioritization, implementation and post-implementation phases of both formal housing development and slum upgrading.

12.16 Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme, respectively, in partnership with the United Nations International Strategy for Disaster Reduction and the Making Resilient Cities Campaign. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response. The five key entry points for urban risk reduction and post-crisis reconstruction will be: shelter and housing; basic infrastructure and services; land use and tenure; climate change and urban environment; and economic recovery and livelihoods.

12.17 Subprogramme 7, Research and capacity development, will monitor the slum target of the Millennium Development Goals and, in general, the Habitat Agenda. The *Global Report on Human Settlements* and the *State of the World's Cities* will report the results of global monitoring and assessment work to Governments and Habitat Agenda partners. UN-Habitat will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge and the establishment of urban platforms, the urban observatories that collect and analyse data on indicators. Information and knowledge on best practices and lessons learned in terms of policies, programmes and institutional arrangements that are fit-for-purpose for different urban contexts and urban services delivery systems will be collected and disseminated as part of an agency-wide cross-cutting activity. Also at the country level, the subprogramme will provide expertise in developing institutional and individual capacities to ensure that the delivery of evidence-based policies and programmes benefit urban stakeholders.

12.18 In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, as well as the benefits from programmes that have been implemented, UN-Habitat will assess the gender implications of all planned normative and operational programmes, in line with its Gender Equality Action Plan. UN-Habitat will conduct gender analysis on all projects in order to identify gender gaps and determine policies as well as strategies for addressing them. The efforts of UN-Habitat in promoting women's

access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome (General Assembly resolution 60/1).

12.19 While each branch will lead the implementation of its corresponding subprogramme, all branches will work closely and collaborate in implementing planned activities. Results-based management will continue to shape programme planning and implementation, monitoring and reporting, as well as evaluation of UN-Habitat. During the period, UN-Habitat will evaluate a significantly higher proportion of projects and programmes. The programme of work will also incorporate lessons learned best practices and the conclusions and recommendations of the sessions of the World Urban Forum. UN-Habitat will mainstream youth, environment and partnerships. Special efforts will be made to promote North-South cooperation and South-South exchange of experiences.

12.20 In executing its programme of work, UN-Habitat will cooperate and collaborate with other United Nations organizations to deliver its planned global results. It will work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, Habitat national forums, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy. The biennial World Urban Forum to be held in 2014 and the World Urban Campaign launched in March 2010, are some of the mechanisms for global advocacy on human settlement issues and for cooperation with Governments and Habitat Agenda partners.

Subprogramme 1
Urban legislation, land and governance

Objective of the Organization: To increase access to urban land, together with the adoption of enabling urban legislation and the establishment of decentralized governance that foster equitable sustainable urban development, including urban safety

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation to improve urban extension, densification, urban planning and local government finance	(a) Increased number of local and national governments and other Habitat Agenda partners that are implementing laws on urban extension, densification, urban planning and local government finance
(b) Increased capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities	(b) Increased number of local and national governments and other Habitat Agenda partners that are implementing programmes to improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities
(c) Increased capacity of local and national governments and other Habitat Agenda partners to improve governance and decentralization processes, institutions and urban safety	(c) (i) Increased number of cities, national authorities and Habitat Agenda partners that have increased capacity to improve governance processes, institutions and urban safety

	(ii) Increased number of local and national governments and other Habitat Agenda partners implementing the Guidelines on Decentralization and Strengthening of Local Authorities, the Guidelines on Access to Basic Services for All and the Guidelines for the Prevention of Crime

Strategy

12.21 The responsibility for the subprogramme is vested in the Urban Legislation, Land and Governance Branch. The Branch will support projects that bring about upstream systemic changes, as well as those which deliver results such as increased supply of serviced land for the expansion of cities. The planned results will be realized through a range of interrelated strategies and interventions, as follows:

(a) Creating and nurturing an urban network that will engage in knowledge creation, dissemination of information, advocacy and maximization of the impact of interventions. The network strategy will draw on in-house experience in bringing together key stakeholders under a shared agenda and values and a common goal. Following the same principles, a global network on safer cities will contribute to city-to-city dialogue and exchange of visions on public policies for urban safety;

(b) Piloting tools in the field through demonstration projects, some of which will be set out in manuals and guidelines;

(c) Developing capacity of local and national authorities and other Habitat Agenda partners, including carrying out comprehensive capacity assessment of tools for each area of work. Tools, such as business process mapping, will be used to critically look into institutions and identify ineffectual practices, promote learning and provide technical advisory support that can align organizational capacities with proposed interventions or reforms;

(d) Developing new knowledge and documenting existing good practices. From the legal perspective, tools such as legislation for land readjustment and planning, among others, will be identified and developed and adapted, as appropriate. The planned results will be realized through the application of tools and services and by deploying in-house capacity and pooling the expertise of partners;

(e) Working across government departments in urban planning, land, housing and local government finance in specific geographic areas, which will facilitate synergy and organizational coherence. There will also be sharing of expertise, tools and instruments for planning, implementation and evaluation to achieve better coordination between and within activities that are led from headquarters and the field;

(f) Drawing on experience from the Global Land Tool Network, a number of initiatives, at the core of which is a web-based legal facility, will be used to draw in partners, supply a database of legislation, provide a roster of urban legal consultants and build and disseminate knowledge. These will target national Governments, cities and Habitat Agenda partners. In order to promote and increase the results of

intervention, this facility will also open up advocacy and communication modules for governance activities;

(g) Taking note of present different regional characteristics, developments and challenges. The work on governance, social cohesion and urban safety will address those specificities and design and implement region-specific strategies and programmes;

(h) Implementing country and city-level activities will be important. Some governance issues will need national entry points and others will be addressed through city-level engagement;

(i) Identifying and focusing on quick wins, high impact and low-cost interventions will also be important. Urban legal interventions will have city, subnational and national level interfaces, depending on where legislation is enacted in a given country (national, state and local levels).

Subprogramme 2
Urban planning and design

Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change, at the city, regional and national levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies and frameworks for planning and design of compact, integrated and connected cities adopted by partner city, regional and national authorities	(a) Increased number of partner city, regional and national authorities that have adopted policies and frameworks that support planning and design of compact, socially inclusive, integrated and connected cities
(b) Strengthened capacities of city, regional and national authorities to adopt plans and designs for compact, socially inclusive, integrated and connected cities	(b) Increased number of partner city, regional and national authorities that have adopted plans and designs for compact, socially inclusive, integrated and connected cities
(c) Improved capacity of partner city, regional and national authorities to adopt policies and strategies that contribute to the mitigation of and adaptation to climate change	(c) Increased number of partner city, regional and national authorities that have adopted strategies and policies that contribute to climate change mitigation and adaptation

Strategy

12.22 The responsibility for the subprogramme is vested in the Urban Planning and Design Branch. Based on its comparative advantage and in line with the six-year 2014-2019 strategic plan, the subprogramme will lead the implementation of subprogramme 2. The strategy for achieving the planned results is informed by evidence-based best practices and lessons learned from experience. The strategy for implementing the programme of work is as follows:

(a) Promoting, within the context of decentralization and multilevel governance and through multi-stakeholder processes, a number of critical principles,

such as optimizing the population and economic density of urban settlements, where appropriate, mixed land-use, diversity, better social capital, innovation and better connectivity in order to take advantage of agglomeration of economies and to minimize mobility demand. In particular, the new approach will emphasize the need to plan in advance for urban population growth, in phases, taking into account the scale of the challenges and the need for job creation and social capital development. The approach will build on local cultural values and promote endogenous development, within the context of regional, national and global development;

(b) Improving urban planning and design at the national, regional and local levels will be operationalized within the framework of decentralization as broadly provided for by the Guidelines on Decentralization and the Strengthening of Local Authorities and other key UN-Habitat documents;

(c) Providing city, subnational and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum, neighbourhood, city, regional, national and supranational scales;

(d) Building capacity at the global, national and local levels, supported by dedicated strategies and programmes, including human resources, tool development, resource development, organizational development and institution-strengthening components;

(e) Assuming a catalytic role by reinforcing existing partnerships and establishing new strategic ones within the United Nations system, non-governmental organizations, educational establishments, scientific institutions and financial bodies that have the collective financial resources, infrastructure and expertise to work with the subprogramme;

(f) Working within the United Nations country team framework to mainstream urban planning and design within the overall approach to urban sector support.

Subprogramme 3
Urban economy

Objective of the Organization: To improve urban strategies and policies that are supportive of inclusive economic development, creation of decent jobs and livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of partner cities to adopt strategies that are supportive of inclusive economic development	(a) Increased number of partner cities that have adopted strategies that are supportive of inclusive economic development as evidenced by the priorities that have been set, economic base analysis and establishment of strategic partnerships

(b) Improved capacity of partner cities to adopt urban policies and programmes that are supportive of increased employment and economic opportunities and enhanced livelihoods with a focus on urban youth and women	(b) Increased number of partner cities that have adopted policies and programmes that are supportive of increased employment and economic opportunities and enhanced livelihoods with a focus on urban youth and women
(c) Improved solutions and measures to increase the financial resources of partner cities	(c) Increased amount of financial resources raised by partner cities

Strategy

12.23 Responsibility for subprogramme 3 rests with the Urban Economy Branch, which leads the implementation of the subprogramme. The subprogramme is dedicated to strengthening the capacity of cities to create resources that enable equitable economic development, employment creation and financing of urban growth, with a focus on the specific needs of youth, women and other vulnerable groups. The subprogramme will take the lead in applying urban economic approaches in order to realize the objective of sustainable urbanization. The subprogramme will seek to scale up interventions and play a catalytic role, along with established partners, to build capacity for integrated economic approaches to the management, planning and financing of cities. The subprogramme will apply tools on economic analysis, strategies and approaches to support the economic development components, articulation and linkages within the work of other subprogrammes, such as planning, basic urban services, land and housing. The strategies for achieving planned results include:

(a) Working through regional offices and key partners at the global, regional and national levels, the subprogramme will customize region-specific tools, strategies and policies to provide cities with innovative economic solutions to sustainably manage their growth;

(b) Using as leverage the UN-Habitat experience of having developed and field-tested a number of local economic development and financial management toolkits, the subprogramme will work with cities to develop integrated approaches to improve their productivity and competitiveness by building upon local capacities. This will be achieved by supporting the design and implementation of inclusive city-wide economic development policies and strategies in partnership with local authorities, community leaders, the private sector and other intergovernmental organizations;

(c) Advocating for best practices in the area of city-wide economic development, shared through the implementation of projects in partner cities;

(d) Identifying, developing, testing and disseminating appropriate forms of municipal financing to fund urban development in cities to better manage their growth. The subprogramme will work closely with the urban legislation team to ensure there is an enabling legislative environment for municipalities to operate and improve;

(e) Assisting local authorities in improving current operational efficiency and accessing sources of finance by building capacity to deploy innovative municipal revenue-generation mechanisms and harnessing local assets, leading to improved local service delivery and infrastructure;

(f) Supporting the design and implementation of youth economic empowerment models based on the UN-Habitat experience of implementing one-stop centres and managing the Urban Youth Fund projects;

(g) Increasing youth's access to entrepreneurship, livelihoods and incomes and developing model programmes derived from best practices to build the capacity of local authorities and youth non-governmental organizations to mainstream these into their programmes and services;

(h) Intensifying ongoing partnerships with Habitat Agenda partners and United Nations organizations to provide partner cities with state-of-the-art tools to build better synergy between local authorities and other key partners to seize emerging economic development opportunities and to face the challenges posed by unemployment and lack of income-generating opportunities.

Subprogramme 4
Urban basic services

Objective of the Organization: To increase equitable access to urban basic services and improve the standard of living of the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of local, regional and national authorities to implement policies for increasing equitable access to sustainable urban basic services	(a) Increased number of local, regional and national authorities implementing policies and guidelines on access to basic services for all
(b) Increased flow of investments into urban basic services catalysed by UN-Habitat programmes in partner countries	(b) Increased amount of investments into urban basic services accrued from partnerships with other organizations
(c) Increase in the sustainable use of sustainable urban basic services in partner cities	(c) (i) Increased percentage of consumers in partner cities with reduced per capita domestic consumption of water (ii) Increased percentage of households in partner cities using modern energy (iii) Increased percentage of population in partner cities using sustainable modes of transport

Strategy

12.24 The responsibility for implementation of this subprogramme is vested in the Urban Basic Services branch. A key focus of subprogramme 4 is strengthening policies and institutional frameworks for increasing equitable access to urban basic services and improving the standard of living of the urban poor. Policy and technical assistance will be provided to partner city, regional and national authorities to: (a) rehabilitate and expand urban infrastructure and services to keep pace with growing demand; (b) ensure institutional efficiency and effectiveness in service

provision; and (c) provide adequate levels of service for the urban poor. The strategies for achieving the results in the four programmatic clusters of water and sanitation, urban waste management, urban mobility and urban energy will be as follows:

(a) Supporting efforts by Governments in developing countries in their pursuit of the Millennium Development Goals for water and sanitation. This will be achieved through city-level demonstration projects, institutional strengthening of service providers and engagement in national policy and reform processes. Focus will also be on advocacy and support to water and sanitation-related political processes and on the holding of events to raise the profile of pro-poor urban water and sanitation issues and their integration in sector policy and practices;

(b) Enhancing the capacity of local actors in solid waste and wastewater management. Support will be provided for pilot demonstration projects, including technical assistance in setting-up community-based solid-waste management systems;

(c) The subprogramme will promote sustainable mobility options with a particular emphasis on the needs of the urban poor in developing countries. The central task will be to encourage transport policies and investments that contribute to improved urban productivity, a reduction in energy consumption and better living and working conditions for urban residents. The focus will be on three strategic areas, namely: global advocacy; knowledge dissemination and technical assistance in the development of national policy frameworks; and investment strategies for enabling sustainable urban mobility;

(d) Increasing access to modern, clean and reliable energy services for the urban poor. Emphasis will also be on energy efficiency and the use of renewable energy technologies by promoting those technologies and mainstreaming energy-efficiency measures into housing policies, building codes and building practices. Key activities will include demonstration projects, advocacy and awareness-raising on the importance of energy for sustainable development and engagement in policy and legislation;

(e) The subprogramme will catalyse the flow of investment into urban basic services by forging strategic partnerships with regional development banks and bilateral donors. UN-Habitat will provide pre-investment resources and the development banks will provide resources for the capital-intensive components of the interventions. The catalytic role will also be achieved through city-level model demonstration projects, institutional strengthening of service providers and engagement in national policy and reform processes. The subprogramme will engage in advocating with other development partners with financial resources to replicate and scale up successful model projects.

Subprogramme 5
Housing and slum upgrading

Objective of the Organization: To increase access to adequate housing and improve the standard of living in existing slums

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Housing reforms, policies and programmes are implemented	(a) (i) Increased number of local, regional and national authorities that are implementing sustainable housing policies and programmes that improve access to adequate housing
	(ii) Increased number of countries that are working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living, particularly the reduction of unlawful forced evictions
	(iii) Increased number of countries that are implementing sustainable building codes and regulations
(b) Improved slum upgrading and prevention policies and programmes are implemented	(b) Increased number of city and national authorities that are able to implement slum upgrading and prevention programmes
(c) Strengthened capacity of targeted vulnerable groups to improve their living conditions	(c) Increased number of vulnerable groups with better capacity to improve their living conditions

Strategy

12.25 The responsibility for implementing subprogramme 5 is vested in the Housing and Slum Upgrading Branch. This subprogramme will make a substantive and progressive contribution towards the achievement of the Millennium Declaration and the Johannesburg Plan of Implementation, targeting slums. The strategy for implementing the work programme is based on a twin-track approach that focuses on improving the supply and affordability of new housing, which will curb the growth of new slums, alongside implementing citywide slum upgrading programmes that will improve housing conditions and the quality of life in existing slums. In summary, the strategy will be to:

(a) Initiate the evaluation of the results of the Global Strategy for Shelter to the Year 2000, to understand its achievements and failures through analysis of case studies and identification of best practices, innovative approaches and modalities built on lessons learned;

(b) Develop a Global Housing Strategy to the Year 2025 through a participatory process, including regional and national housing policy dialogues targeting improvements in adequate housing delivery and improvement of slums.

The Global Housing Strategy promotes a paradigm change in housing policy and practice and the adoption of evidence-based and well-informed policies;

(c) The subprogramme will promote increased access to adequate housing, slum upgrading and prevention and community management through five cross-cutting strategies: advocacy; knowledge management; policy advice; capacity development at the global, regional and local levels; and support for implementation at the national and local levels. Guidance will be developed to support partners in implementing their mandates and roles in providing housing and slum upgrading and prevention and in developing capacity at the global, national and local levels to promote sustainable delivery of housing and slum upgrading and prevention. These will be supported by dedicated strategies and programmes, including human resources, tool development, resource and organizational development and institutional strengthening components;

(d) Enhance the opportunities of achieving an impact at the country level through playing a catalytic role in the concerted efforts of key actors, including national and local governments, civil society, academia, the private sector, the media, international actors and others by encouraging the establishment of national Habitat committees (see General Assembly resolution 62/198) to take the lead in urban and housing development and slum improvement and prevention.

Subprogramme 6
Risk reduction and rehabilitation

Objective of the Organization: To increase the resilience of cities vis-à-vis the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	(a) Increased percentage of local, regional and national governments that have included urban risk reduction and management in their development master plans
(b) Improved effectiveness of settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	(b) (i) Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes (ii) Increased number of emergency interventions integrating long-term development and risk reduction undertaken
(c) Shelter rehabilitation programmes' crisis responses have contributed to sustainable and resilient cities and other human settlements	(c) Increased percentage of shelter rehabilitation programmes contributing to disaster-resilient permanent housing

Strategy

12.26 The responsibility for subprogramme 6 rests with the Risk Reduction and Rehabilitation Branch, which leads activities relating to urban risk reduction, emergency and early recovery. The subprogramme will provide substantive support and monitor the projects under its responsibility, including knowledge management activities relating to the substantive themes. The strategy for implementing the subprogramme will be to:

(a) Facilitate coordination and support implementation of all urban risk reduction, settlements recovery and shelter rehabilitation work of UN-Habitat through the provision of technical support to field operations, regional offices and other thematic branches of the Programme;

(b) Generate knowledge, lessons learned, tools, guidelines and policy review with respect to UN-Habitat projects;

(c) Contribute to inter-agency cooperation, partnerships and networking for emergency interventions linked to long-term technical and capacity-building support to countries facing or recovering from crisis to improve efficiency and facilitate early recovery in line with UN-Habitat policy;

(d) Provide substantive inputs to the Inter-Agency Standing Committee member organizations at the global and country levels to promote sustainable settlements recovery and reconstruction;

(e) Maximize the use of humanitarian funding (where possible) to catalyse early recovery;

(f) Utilize humanitarian funding resources for meeting immediate needs and catalysing early recovery of settlements through implementation of UN-Habitat policy addressing human settlements and crisis; collaborate with humanitarian agencies and United Nations country teams to link humanitarian action to development planning processes at the local and national levels;

(g) Facilitate the design and implementation of sustainable disaster risk reduction programmes in support of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters and other urban risk reduction initiatives;

(h) Promote development of appropriate legal and regulatory frameworks related to human settlements addressing land rights, security of tenure, long-term economic revitalization and local economic development, provision of basic infrastructure, strategic land use planning and restoration of urban environments;

(i) The subprogramme will promote all post-crisis programming and projects associated with the risk-reduction, settlements recovery and shelter rehabilitation projects to integrate strategic, incremental and capacity development-oriented activities designed with long-term goals.

Subprogramme 7
Research and capacity development

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for formulation and implementation of evidence-based policies and programmes at the national, local and global levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring of urban conditions and trends	(a) (i) Increased number of urban observatories using UN-Habitat monitoring tools, methods and data
	(ii) Increased number of national statistical offices producing urban data and indicators
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels	(b) (i) Increased percentage of local and national governments that have used UN-Habitat flagship publications, the best practices database, training and capacity development tools and guidelines
	(ii) Increased number of countries producing national cities reports to enhance local and national policy planning
(c) Increased capacities of national and local authorities and partners to formulate and implement informed policies and programmes	(c) (i) Increased number of local and national authorities that are utilizing evidence-based information to formulate policies and programmes
	(ii) Increase in the number of policies and programmes utilizing evidence-based information

Strategy

12.27 The Research and Capacity Development Branch leads in the implementation of subprogramme 7. The strategy of the subprogramme is to collect, synthesize and translate data into knowledge that subsequently supports the formulation of more informed policies through capacity development. More specifically, the subprogramme will:

(a) Collaborate with a range of strategic partners to produce results that are cost-effective and maximize the impact of interventions;

(b) Increase awareness by producing a critical mass of information, through selected publications, including the flagship reports, which are disseminated in various languages to advance the urban agenda;

(c) Carry out and disseminate research on key and emerging topics, such as the financial housing crisis, exclusion in European cities, social changes in cities

and urban futures, on request. Knowledge and innovations emerging from global research will be contextualized to regional and local realities and channelled through tailored capacity development tools and programmes;

(d) Work with key partners, such as urban observatories, national statistical offices, academic institutions and local government training institutions on monitoring local and national conditions and integrating the UrbanInfo software, Geographic Information System techniques and specific knowledge on urban policy issues;

(e) Develop capacity to support organizational restructuring, business process analysis and re-engineering, vertical coordination, learning and education and training for local and national authorities and partners;

(f) Strengthen the connection between information, knowledge and policymaking at the city level and other levels of government, to enhance coordination efficiency.

Legislative mandates

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
58/217	International Decade of Action, "Water for Life", 2005-2015
59/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/1	2005 World Summit Outcome
61/200	Natural disasters and vulnerability
63/281	Climate change and its possible security implication
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly

64/213	Fourth United Nations Conference on the Least Developed Countries
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
65/133	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
65/135	Humanitarian assistance, emergency relief, rehabilitation, recovery and reconstruction in response to the humanitarian emergency in Haiti, including the devastating effects of the earthquake
65/136	Emergency and reconstruction assistance to Haiti, Saint Lucia, Saint Vincent and the Grenadines and other countries affected by Hurricane Tomas
65/153	Follow-up of the International Year of Sanitation, 2008
65/158	International cooperation to reduce the impact of the El Niño phenomenon
65/165	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
66/137	United Nations Declaration on Human Rights Education and Training
66/199	International Strategy for Disaster Reduction
66/227	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Economic and Social Council resolutions

2003/62	Coordinated implementation of the Habitat Agenda
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/21	Human settlements

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
19/18	Human settlements development in the occupied Palestinian territories
20/1	Youth and human settlements
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/7	Gender equality in human settlements development
20/15	Habitat Programme Managers and regional offices
20/16	Enhancing the involvement of civil society in local governance
20/17	Post-conflict, natural and human-made disaster assessment and reconstruction
20/18	Decentralization and strengthening of local authorities
20/20	Thirteenth session of the Commission on Sustainable Development
21/2	Medium-term strategic and institutional plan for 2008-2013
21/3	Guidelines on decentralization and strengthening of local authorities
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/9	Women's land and property rights and access to finance
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/1	Third session of the United Nations Conference on housing and sustainable development
22/3	Cities and climate change
22/4	Strengthening the development of urban young people
22/8	Guidelines on access to basic services for all
23/1	Gender equality and empowerment of women in sustainable urban development
23/3	Support for pro-poor housing
23/4	Sustainable urban development through access to quality urban public spaces

23/5	World Urban Forum
23/7	Urban youth development: the next step
23/8	Third United Nations conference on housing and sustainable urban development
23/9	Global and national strategies and frameworks for improving the lives of slum-dwellers beyond the Millennium Development Goals target
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
23/11	Work programme and budget of the United Nations Human Settlements Programme for the biennium 2012-2013
23/12	Coordinated implementation of the guidelines on access to basic services for all and the guidelines on decentralization and strengthening of local authorities
23/13	Governance of the United Nations Human Settlements Programme
23/14	Sustainable urban development through policies for safer cities and urban crime prevention
23/16	Formulation of a global housing strategy
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development